

international organizations to manage policy agendas.¹³ While some policy coalitions (e.g. the Halifax Initiative and the Alternative Budget) are confronting the need for NGOs to anticipate and manage the reconciliation (and so-called trade-offs) of diverse policy areas and objectives, that is still the exception rather than the rule.

There is also a pressing need to provide the public with a comprehensive framework for international policy that overcomes the fragmented presentation of a myriad of different and seemingly unconnected policy issues. There is a natural tendency on the part of the public to make the connections between issues and to seek out the bigger picture.

Policy Legitimacy

Enduring legitimacy for NGOs engaged in international policy advocacy will depend on the vitality of their relationships with (and accountability to) Southern organizations. How else can Northern NGOs claim to speak representatively on behalf of their counterparts and people living in poverty?

North-South NGO partnerships, which underpin effective policy work, are being buffeted by major changes such as the de-operationalization of Northern NGOs in the South (with the exception of humanitarian emergency work), and the growth of direct funding of Southern NGOs by bilateral and multilateral agencies. The re-structuring of North-South partnerships is an illusive and challenging task.

Already there is some tension as Southern NGOs question the value-added of Northern funding partners that act as funding channels. The "value added" has often been thought to be Northern constituency development (which is under duress in most ODA-providing

¹³ Jessica T. Mathews, "Power Shift", in Foreign Affairs, Vol. 76, No. 1, January/February 1997, p. 64.